2009-10 Annual Report

Fire and Emergency Services - Newfoundland and Labrador

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Message from the Minister

I am pleased to once again present the Annual Report for Fire and Emergency Services – Newfoundland and Labrador for fiscal year ending March 31, 2010. This report was prepared under my direction in accordance with the Transparency and Accountability Act. As Minister, I am accountable for the results reported in this document.

Fire and Emergency Services – Newfoundland and Labrador (FES-NL) envisions a comprehensive, integrated program of mitigation, preparedness, response and recovery, for emergencies and disasters of any kind. It provides awareness, education, certification, and training initiatives within provincial fire and emergency services.

A number of key priority areas remained the focus of FES-NL throughout this past reporting period. Progress has been achieved on a number of fronts, helping to move forward the important work of such a key government agency. Since FES-NL marked its first year of operation in 2007-08, great strides have been made towards organizational renewal, policy and procedural development, and municipal emergency planning initiatives across our province are advancing our comprehensive emergency planning agenda. As well, FES-NL saw completion of federal Disaster Financial Assistance Arrangement claims for two events: the Burin Flood of 2005 and the 2006 North East Avalon Flood.

This report provides an overview of the key results and financial information for the 2009-10 fiscal year. These results illustrate the dedication and commitment of our employees. I would like to take this opportunity to express my appreciation and gratitude to all involved; the various roles they play and their continued commitment helps to advance emergency response capabilities and fire protection services in Newfoundland and Labrador.

Dianne Whalen

HONOURABLE DIANNE WHALEN
Minister

1.0 FES-NL OVERVIEW

Fire and Emergency Services-Newfoundland and Labrador (FES-NL) is tasked with the implementation of an emergency management strategy designed to develop and maintain a modern and robust emergency management system in the province, in collaboration with agency partners and stakeholders, in planning against, preparing for, responding to and recovering from emergencies, disasters and fires.

FES-NL is primarily responsible for both the provision of emergency preparedness and emergency response, planning, and training, and for a leadership role in the coordination and/or delivery of fire protection and fire prevention services throughout the province. In addition, the agency continues to lead the development of a provincial Business Continuity Plan (BCP) and program for the Government of Newfoundland and Labrador.

By end of fiscal year 2009, the agency had a staff complement of 11 females and 14 males. FES-NL is headquartered in St. John's with 18 staff and operates regional offices with 7 staff located at Clarenville, Grand Falls-Windsor, and Deer Lake.

Fiscal year 2009-10 witnessed the continuation of funding related to Executive Support, the Fire Commissioner's Office, Emergency Measures, Joint Emergency Preparedness Program (JEPP), and Disaster Assistance. In addition, Fire Protection Infrastructure became a budget item and the sole responsibility of FES-NL. In the past this activity was included in the Department of Municipal Affairs through the Municipal Capital Works program.

FES-NL's operational and capital budget for 2009-10 was approximately $13.3M. Expenditures associated with this budget included operational costs ($3.8M) for Executive Support, Fire Commissioner's Office, Emergency Measures Organization and Joint Emergency Preparedness Projects. Capital costs ($7.6M) were associated with the Disaster Financial Assistance Arrangements program (DFAA) under the federal government, as well as Fire Protection Infrastructure. Fire and emergency services projects approved under JEPP were cost shared 50/50 between approved groups and the provincial government, with the Province's 50% share recoverable from the federal government. Provincial expenditures related to DFAA may be eligible for partial federal government reimbursement, up to 90% as per the DFAA cost-shared ratio. This past year, the provincial government again attained significant revenue from the federal government related to outstanding DFAA claims. Specifically, the agency collected approximately $11.M for interim and final DFAA payments including: final payment on the Burin Flood 2005 claim ($388,288), final payment on the North East Coast 2006 claim ($2,635,813), and interim payment on the Tropical Storm Chantal 2007 claim ($8,000,000). For detailed expenditure information for the fiscal year ending March 31, 2010 please see section 10.0 - Financial Statements.

Vision

The vision of FES-NL is a province where citizens, communities, partners and governments are prepared to deal with, respond to and recover from fire, emergencies, and disasters to protect the province's people, property and the environment.

Mandate

The mandate of FES-NL is to develop and maintain a fire and emergency management system in Newfoundland and Labrador to mitigate against, prepare for, respond to and recover from fires and other emergencies and disasters, and includes the development of a Business Continuity Plan for the Government of Newfoundland and Labrador.

Mission

The Mission statement below identifies the priority focus of the Minister for the planning cycle April 1, 2009 to March 31, 2010 and the next planning cycle of April 1, 2010 to March 31, 2011. In February 2006, Government appointed a Deputy Minister to conduct a review of emergency preparedness and planning and to develop a comprehensive approach for emergency preparedness within the provincial government. Based upon this review, FES-NL was created. The agency's mission statement reflects the key longer-term result that the new agency will be working towards, is based on this comprehensive review of emergency preparedness and planning within the provincial government, and is directly linked to the agency's strategic direction. While FES-NL acknowledges and works towards the creation of a modern and robust emergency management system, efforts will be continually made to maintain and enhance this system.

Mission: By 2011, FES-NL will have worked towards the creation of a modern and robust fire and emergency management system in the province of Newfoundland and Labrador.

Measure: Modern and robust fire and emergency management system

Indicators:

- FES-NL has identified its organizational structure, is staffed and functioning
- Relationships with various agency partners have been established and/or enhanced including an understanding of respective roles
- Applicable fire and emergency management legislation has been reviewed and changes to legislation recommended
- An all hazards approach has been utilized in business continuity planning efforts within government departments and agencies
- A public communication and awareness program has been developed by the agency

2.0 LINES OF BUSINESS

In fulfilling its mandate, FES-NL delivered the following distinct lines of business which encompassed a wide variety of programs and services. Please note, some programs and services identified below may be subject to an application process, eligibility requirements, a request, or subject to the availability of resources. For further information, please contact FES-NL at 729-3703 or 729-1608.

Awareness, Education, Training, and Certification

FES-NL is the agency within the provincial public service that promotes awareness and provides education, training and certification services to the general public and the fire and emergency services. The agency assists individuals, communities and governments with the means and knowledge required to prepare themselves for and respond to a future disaster or emergency (emergency preparedness), and delivers various fire safety and public education programs.

With regards to the fire service in the province, the agency conducts fire services training, certification and testing. Some of its training standards are developed and set by the agency itself while others are adopted from national standards. The agency also provides training and education programs such as Basic Emergency Management (BEM) and Emergency Operations Center Management (EOCM) for emergency response personnel. FES-NL also coordinates provincial applications for advanced emergency management training at the Canadian Emergency Management College in Ottawa.

Fire Services, Emergency Management and Support Services

FES-NL fulfils a number of planning, response, recovery and support functions under its fire/emergency management and support services line of business. As with the previous line of business, it assists individuals, communities and governments with the means and knowledge required to prepare themselves for and respond to a disaster or emergency. It may also assist in the management of an emergency or disaster in partnership with the affected area. FES-NL also manages any large scale emergency or disaster and coordinates the activities and operations of all first responders/service providers; this includes the coordination of multi-disciplinary and multi-jurisdictional response.

Also, FES-NL is responsible for joint contingency planning with all levels of government, the private sector and the civilian population. This is referred to as the Planning and Operations Program.

FES-NL is responsible for the planning/implementation of the federal provincial Joint Emergency Preparedness Program (JEPP) which may provide certain financial assistance for emergency equipment and other resources at the municipal level to respond to emergencies. It is administered on behalf of Canada and has an eligibility requirement.

FES-NL may also provide financial assistance for the restoration of property, land and buildings to pre-disaster state in the event of a disaster. Expenditures may be recovered by the Province under the federal Disaster Financial Assistance Arrangements program (DFAA). Under DFAA, Canada provides financial assistance to provinces and territories when the cost of dealing with a disaster places an undue burden on the provincial economy; funds are received through an application and the claim process is administered by the Province and subject to federal eligibility requirements.

FES-NL delivers an Emergency Air Services Program which assists police forces when requested, in search and rescue activities for lost and missing persons. It also utilizes air services to conduct training with ground search and rescue and to conduct flood assessment.

The agency is a source of advice for fire departments on organizational, technical or tactical issues. The agency once provided recommendations to the Department of Municipal Affairs on possible funding for firefighting infrastructure projects under the Municipal Capital Works program; however in fiscal year 2009-2010, FES-NL assumed administration of funding for firefighting infrastructure projects on a go-forward basis. As well, FES-NL administers the Fire Protection Financial Assistance program.

FES-NL sets and develops fire service training standards or adopts national standards to ensure consistent application. It also distributes long service awards to firefighters.

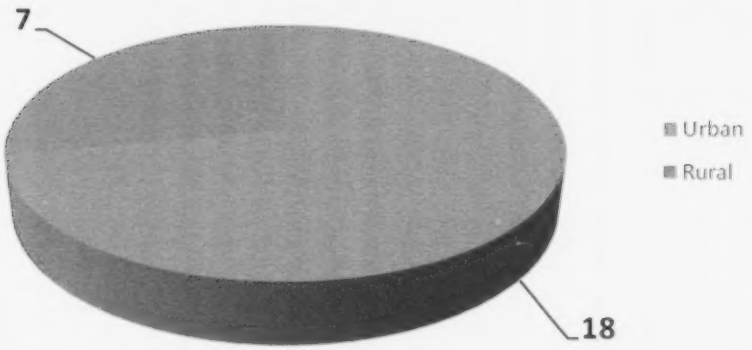
FES-NL provides facilitative and support services to provincial government departments and agencies for the development of business continuity plans and is developing an overall provincial Business Continuity program for the Government of Newfoundland and Labrador.

Regulation, Enforcement and Reporting

FES-NL performs a number of inspection, investigation, report and permit functions in the delivery of the regulation, enforcement and reporting line of business to ensure fire protection and life safety. Examples include compiling the provincial fire loss statistics and annual fire loss report, conducting fire investigations, conducting fire prevention and life safety inspections, fulfilling the legislated responsibility for fire department inspections and issuing a variety of permits and orders such as a permit to service fire protection equipment or building capacity orders. Furthermore, following the proclamation of the *Emergency Services Act* in May 2009, when a municipal council has established an emergency management plan it must be submitted to the Director of Emergency Services for approval prior to adoption by municipal councils.

3.0 NUMBER OF EMPLOYEES/PHYSICAL LOCATION AND REGIONAL REPRESENTATION

CHART 3.1 - RURAL VS. URBAN STAFF DISTRIBUTION



**For the purpose of this report, urban is defined as anything within the St. John's census metropolitan area (CMA). This area extends from Pouch Cove to Conception Bay South to Witless Bay.*

CHART 3.2 – GENDER SPECIFIC STAFF DISTRIBUTION

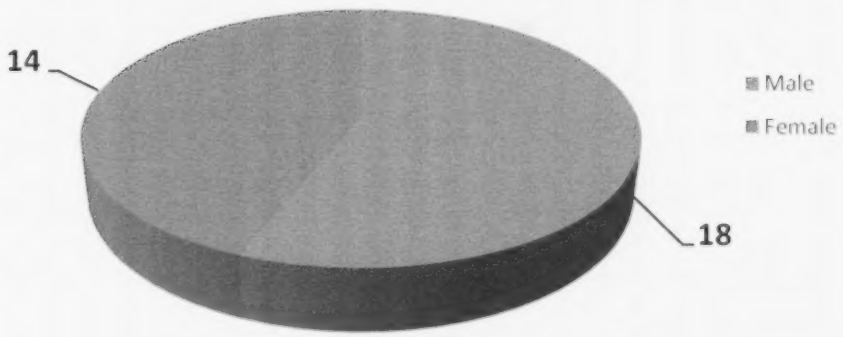
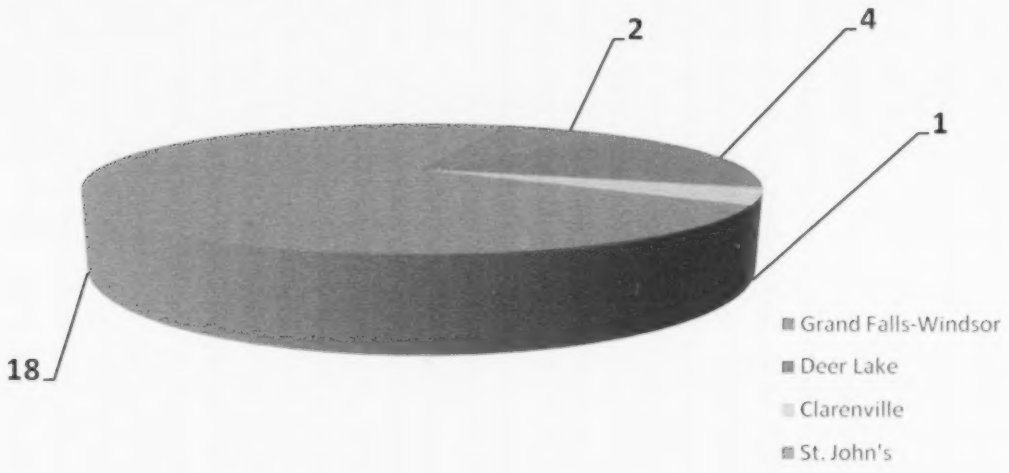
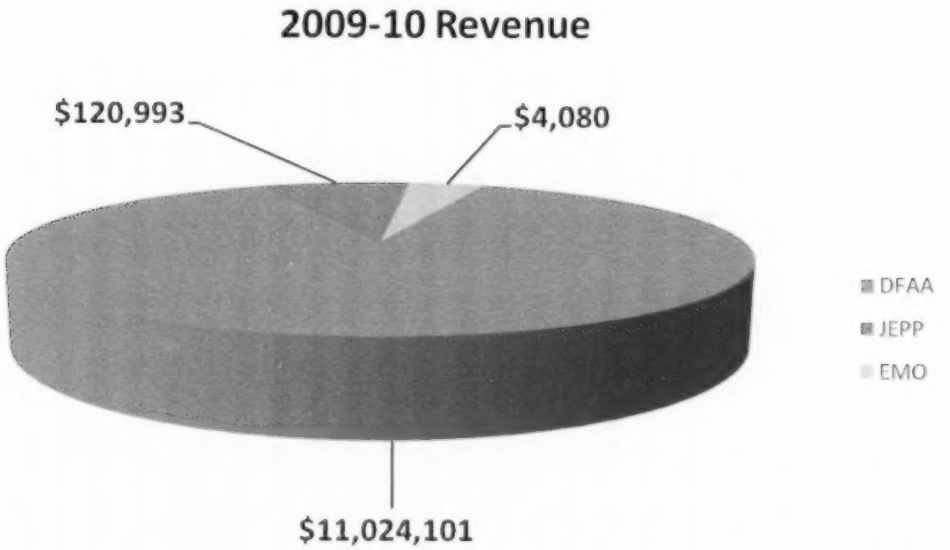
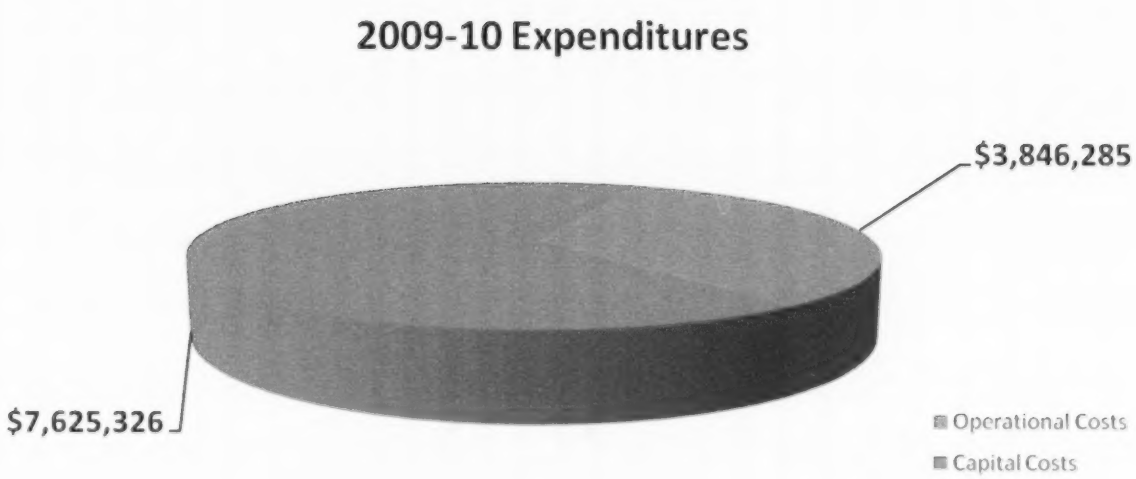


CHART 3.3 – LOCATION SPECIFIC STAFF DISTRIBUTION



4.0 REVENUES AND EXPENDITURES CHART





5.0 OTHER KEY STATISTICS

This past year, FES-NL has been working on an AMANDA-based information management system which now provides the agency with specialized enhanced information management capability in the fire service. This includes the ability to record and report fire loss statistics for Newfoundland and Labrador on a go forward basis, once the new *Fire Protection Services Act (Act)* is proclaimed, as there will be an obligation for fire departments to report fire loss to the Fire Commissioner. FES-NL will then have the ability to report accurate yearly fire loss statistics. It should be noted that FES-NL anticipated the *Act* would be proclaimed in 2009 however due to unforeseen operational circumstances, the proclamation has been delayed to the 2010-2011 fiscal year. In the interim the Fire Commissioner's Office provides the following fire fatality statistics for the calendar year 2009.

Incident Location	Fire Cause	Date of Incident	Adult		Children
			M	F	
Channel-Port aux Basques	Accidental	April 22, 2009	1		
Sheshatshiu	Undetermined	December 30, 2009	1		
Total Fatalities			2		

Please note: NFPA 921, Guide for Fire and Explosion Investigations, section 19.2.1.4 states that whenever the cause of a fire cannot be proven to an acceptable level of certainty, the correct classification is "undetermined".

6.0 SHARED COMMITMENTS

Shared commitments represent activities within the scope of FES-NL day-to-day operations which could not be achieved without the participation and cooperation of both internal and external partners. Furthermore, FES-NL's shared commitments with these partners are linked to government's strategic direction of improving emergency preparedness for all citizens and communities in Newfoundland and Labrador. For the fiscal year 2009-10, these activities include:

FES-NL commenced the development of a Business Continuity Planning implementation strategy in partnership with all government departments and agencies. The strategy is intended to address a number of issues that will move Government from the development of a Business Continuity Plan to the introduction of a Business Continuity Program.

FES-NL continued to enjoy a strong working relationship with the Board of Directors of the Newfoundland and Labrador Association of Fire Services (NLAFS) and in 2009-10, progress was made on a number of significant initiatives including the implementation of minimum training standards at the orientation level for volunteer firefighters. This occurred at the fall 2009 Fire and Emergency Services Training School in Stephenville. Additionally, the joint committee tasked with providing preliminary recommendations concerning volunteer firefighter recruitment and retention throughout Newfoundland and Labrador finalized its report for government and NLAFS's consideration.

In the fall of 2009, the agency partnered with the Municipal Training and Development Corporation (MTDC) to provide funding assistance to municipalities to cover costs associated with sending firefighters and municipal officials to the Fire and Emergency Services Training School in Stephenville. This was the first year FES-NL offered such a program. As there is no fee for participating in the training school, these funds are directed to cover travel and accommodation costs associated with attaining and updating skills and knowledge. The program was administered by MTDC, with government agreeing to cover costs on a 50/50 basis with a maximum of $30,000. The program was well received by both municipal governments and firefighters alike.

FES-NL continued its participation with its federal, provincial and territorial (FPT) counterparts and provincial and territorial (PT) partners on a variety of issues related to fire protection and emergency management. While objectives of each group may differ, the outcome continued to be one of more open communication and sharing of information amongst jurisdictions. Examples of theses forums include Senior Officials Responsible for Emergency Management (FPT), Canadian Council of Emergency Measures Organizations (PT), and the Canadian Council of Fire Marshalls and Fire Commissioners (FPT). In addition, FES-NL continued to participate as a signatory to the International Emergency Management Assistance Compact as a member of the International Emergency Management Group (IEMG). The IMEG is tasked with coordination of inter-provincial and international response to any emergencies that may

occur in the Eastern Canadian provinces and New England states for which assistance is requested.

As with the other Provinces and Territories, FES-NL continued its participation on the national CBRNE Sub-Committee with Public Safety Canada. CBRNE refers to preparing for, responding to and mitigating a terrorism incident through the use of Chemical, Biological, Radiological, Nuclear or Explosive (CBRNE) weapons. Our Provincial Hazmat/CBRNE Initiative, which began in fall 2001, is ongoing. Ten response trailers have been purchased, equipped and assigned to 9 municipalities and FES-NL maintains a training and response unit in Deer Lake. Starting in 2008, FES-NL supported sending individuals out of province to the CBRNE Intermediate training in Ottawa (CEMC) and Advanced Levels in Sulfield Alberta and this practice continues.

Furthermore, FES-NL actively contributed to the work of professional associations including National Fire Protection Association (NFPA), the International Fire Services Accreditation College (IFSAC), the Society of Newfoundland Radio Amateurs, and Fire Prevention Canada.

7.0 HIGHLIGHTS AND ACCOMPLISHMENTS

For fiscal year 2009-10, FES-NL would like to note the following highlights and accomplishments.

The Office of the Fire Commissioner finished its series of fire and life safety training seminars for staff of regional health boards. This initiative was the result of a province-wide fire and life safety review of 71 government-owned health care facilities in 2008.

FES-NL commenced and concluded a regulatory review process of five sets of regulations associated with the current *Fire Prevention Act, 1991*. In December 2008, the new *Fire Protection Services Act* received Royal Assent in the House of Assembly and as a result of this new Act, all current fire regulations under the current *Fire Prevention Act, 1991* required a thorough review and rewrite. A regulatory review working group comprised of officials from FES-NL, the department of Justice and Legislative Council commenced a line by line review of these regulations. In December 2009 this resulted in an approved and consolidated set of ministerial regulations entitled *Fire Protection Services Regulations*. It is anticipated that these new regulations will be gazetted and come into effect upon proclamation of the *Fire Protection Services Act* in the upcoming reporting period.

FES-NL recommitted an annual operating grant to NLAFS of $41,000 in fiscal year 2009-10. NLAFS, which was given a one-time investment of $30,000 for the development of a promotional video relating to recruitment and retention of volunteer firefighters in 2008-09, produced, promoted and distributed this video in 2009-2010. Furthermore, FES-NL continued its support of the NLAFS "Learn not to Burn" program, providing $60,000 for its continued operation.

FES-NL successfully delivered two Fire and Emergency Services Training Schools in 2009-10. These were held in Clarenville and Stephenville in May and October 2009 respectively. The Spring FES training school in Clarenville had 225 participants (including firefighters, municipal councillors, mayors and staff, and other emergency responders) representing 69 organizations and municipalities. In the Fall FES training school in Stephenville, registration was 207 participants representing 51 different organizations or municipalities. In addition, a number of Regional Training Initiatives were held in conjunction with the Fire and Emergency Training Schools. FES-NL approved 11 requests for such events in fiscal year 2009-10 at a cost of $5,000.

In 2009-10 FES-NL received re-accreditation from the International Fire Service Accreditation Service (IFSAC) for six of its training courses including Firefighter I, Firefighter II, Hazardous Materials Awareness Level, Hazardous Materials Operations Level, Drive Operator, and Airport Firefighter courses. Furthermore, FES-NL received accreditation for the following four training courses: Technical Rescue Technician, Rope Rescue Technician, Confined Space Rescue Technician, and Vehicle and Machinery Rescue Technician.

FES-NL continued to provide compensation to municipalities whose fire and emergency services responded outside their municipal boundary. In fiscal year 2009-10, a total of 46 incidents were responded to, with a total cost of $16,575. These incidents included assistance in motor vehicle accidents and vehicle fires. Similarly, FES-NL compensated municipal fire departments that responded to hazardous material incidents. $19,020 was provided for 7 incidents in 2009-10.

For the past several years, FES-NL worked with the Bay de Grave Regional Municipal Services Board to explore the possibility of improved fire protection services for the region. In 2009-10, FES-NL saw the creation of a regional fire service for residents of the five communities involved (Clarke's Beach, Cupids, Machinsons, North River, and South River). This is a major accomplishment and FES-NL was a key player in its creation through the provision of consultation, direction and advice as well as training and technical support and expertise. The new service went operational March 2010.

2009-10 saw three Regional Emergency Management and Planning Officers situated in Grand Falls-Windsor, Deer Lake and St. John's promoting municipal emergency planning and preparedness within their respective regions. This approach is consistent with FES-NL comprehensive planning agenda for emergency management throughout the province and has resulted in emergency planning activities underway in over 80 communities throughout the province. It is also worthy to note that these kinds of emergency planning initiatives have seen positive results. For example, in 2009-2010, both the Bonavista and Bay de Verde peninsulas were impacted by ice storms and demonstrated their capacity for self-reliance and emergency response, needing only minimal advice from FES-NL for recovery from the impacts of these weather events on their communities.

In 2009-2010, FES-NL finalized all claims related to the North East Coast Flood 2008 (Gambo). The estimated total cost of this DFAA claim is $1.9M. As well in fiscal year 09/10, FES-NL completed final audit on the North East Coast Flood 2006 claim and received a final payment of $2,635,813; this represented a recovery rate of 99.31% of DFAA-eligible expenses. The Burin 2005 Flood claim was completed and resulted in receipt of $388,288; this represented a recovery rate of 98.45% of DFAA-eligible expenses. The interim claim for Tropical Storm Chantal 2007 was completed and resulted in a payment of $8M to the Province.

Lastly, FES-NL moved into its new office location at 25 Hallett Crescent, St. John's in late August 2009. Prior to this move, FES-NL's St. John's staff was operating from four separate locations throughout the city. Having a centralized headquarters for FES-NL's corporate and operational functions has improved, and will continue to enhance, the agency's ability to deliver its lines of business.

8.0 OUTCOMES OF OBJECTIVES / REPORT ON PERFORMANCE 2008-09

Issue One: Organizational Renewal

FES-NL incorporated the role and mandate of both the Office of the Fire Commissioner (OFC) and the Emergency Measures Organization (EMO), with the addition of its own Executive, policy, financial support and information management positions, creation of a project-oriented Business Continuity Planning Secretariat, as well as additional human resources for the agency overall. FES-NL retains a provincial focus and operates similar to a central agency within government. To ensure the most effective delivery of services, the agency's resources were strategically placed throughout the province. FES-NL continued to make progress in this reporting period and is nearing completion of an organizational renewal process, a key component of its strategic direction. Once recruitment for the remaining vacant position is finalized and FES-NL completes an internal restructuring review which will help FES-NL to streamline operations and procedures, it will be well positioned to meet its mission.

Goal One: By 2011, FES-NL will have enhanced the capacity required to support the Province's readiness to respond to fire and emergency situations.

Measure: Enhanced capacity

Indicators:

- Clients, stakeholders and partners are better informed regarding the roles and responsibilities of the agency
- Effective business practices are implemented within the agency
- Staff are better prepared to meet the needs of clients

Objectives: By 2010, FES-NL will have further developed mechanisms deemed necessary to build the capacity required to enhance the Province's readiness to respond to fire and emergency situations.

Measure: Mechanisms further developed to build capacity

Indicator	Accomplishments for 2009-10
A new FES-NL organizational chart is developed	FES-NL met this indicator. In August 2009, FES-NL staff situated in St John's in four different office locations were relocated to one new central office. Upon this move, FES-NL developed a functional organizational chart which clearly identified reporting lines for staff. However as a result of this process, FES-NL identified an additional need to initiate an internal organizational review to ensure the agency

	is operating effectively with clear roles and responsibilities for all staff, and a new organizational chart be prepared for consideration. This ongoing review, supported by the Public Service Secretariat, continues.
Vacant positions within FES-NL are filled, specifically: Engineering Technician III, Director of Emergency Services, and a fire protection/emergency management position for Labrador	The Engineering Technician III was hired in June 2009. Due to unforeseen administrative circumstances, the recruitment process for the Director of Emergency Services was not concluded until March 2010 and is anticipated to be filled by May 2010. Due to budgetary challenges, recruitment of the Labrador fire protection/emergency management position was deferred. Request to initiate recruitment activities for this position was submitted in March 2010.
A Provincial Disaster Financial Assistance Program is drafted	This indicator has not yet been achieved due to unforeseen human resource challenges. However key elements which will help to inform the draft of a provincial disaster financial assistance (DFAA) program have been achieved. FES-NL has effectively retooled the current practice of following the federal DFAA program including revisiting policy and procedural guidelines, identifying new ways of doing business in the administration of the federal DFAA program, and developing a framework for a provincial DFAA program. This work allowed FES-NL to enhance its capacity to recover federal revenue from the interim and final settlement of DFAA claims that the Province has with the federal government.
A provincial disaster financial assistance database is developed	This indicator has not yet been achieved however FES-NL's work on this project was ongoing for the full reporting period. Work associated with this indicator is more complex than originally thought and due to unforeseen technical and administrative challenges, additional time is required. The project, inclusive of the Office of the Chief Information Officer, the Office of the Comptroller General and an external consultant, is continuing to ensure that the database being developed is able to be integrated into Government's financial reporting system and ensuring compliance with the Province's *Financial*

	Administration Act. Furthermore, the Auditor General conducted an audit of FES-NL's administration of the federal DFAA program and the recommendations associated with this review needs to be fully considered in the design of the new database.
FES-NL's records retention schedule is further developed	FES-NL has achieved this indicator. In August 2009 FES-NL was given ongoing authority to archive records according to type and to destroy records, with final disposition to destroy. This authority was granted by the Government Records Committee.

FES-NL acknowledges that two indicators for the reporting period 2009-10 were not fully achieved. These indicators, the draft of a Provincial Disaster Financial Assistance Program, and the database developed to support this program, remain critical indicators of success in the initiation, further development and the implementation of mechanisms deemed necessary to build capacity which would support the Province's readiness to respond in emergency events. For this reason, these two indicators will be carried forward to reporting period 2010-2011. Additionally as indicated previously, the internal organizational review will be completed in the upcoming year and if approved, will result in a new organizational chart that will enable FES-NL to streamline its operations and achieve organizational effectiveness.

Objective: By 2011, FES-NL will have implemented mechanisms deemed necessary to build the capacity required to support the Province's readiness to respond to fire and emergency situations.

Measure: Mechanisms implemented to build capacity

Indicators for 2010-11 include:

- A new organizational chart is developed for consideration
- A Provincial Disaster Financial Assistance program is implemented
- A Provincial Disaster Financial Assistance database is developed

Issue Two: Public Education and Communications

The development of a public education program for programs and services of FES-NL was a brand new initiative and continues to be consistent with the agency's strategic direction. FES-NL has focused its efforts on the development and implementation of an internal communications program throughout government as well as a public awareness program for both emergency preparedness and fire services. FES-NL will also develop a provincial emergency communications plan to support the provincial business continuity plan and business continuity program currently under development.

Goal Two: By 2011, FES-NL will have implemented a comprehensive public education program for fire and emergency services.

Measure: Implemented a comprehensive public education program

Indicators:

- Public Relations Specialist is hired
- Internal communications program is developed and delivered
- Public awareness program for fire and emergency services is developed and delivered
- A provincial emergency communications plan is developed

Objectives: By 2010, FES-NL will have continued implementation of an internal communications program and initiated the development of the provincial emergency communications plan to support the BCP.

Measure 1: Implementation of an internal communications program continued

Measure 2: Development of a provincial emergency communications plan initiated

Indicator	Accomplishments for 2009-10
Provincial public education marketing plan is approved (measure 1)	Due to the reassignment of the Public Relations Specialist to other duties and initiatives throughout 2009-2010, this indicator was not achieved. However, a representative sample of existing public education initiatives and efforts currently underway by fire departments across the province was gathered. That survey and other research and reference materials was compiled and are being used to further the development of a long term public education marketing plan. This initiative will now move to the work plan for the newly hired Public Relations Specialist and is expected to take less than a year to complete.

FES-NL crisis communication plan is developed (measure 1)	This indicator has not yet been achieved. As indicated above, the reassignment of the Public Relations Specialist to other duties also impacted the ability to meet this indicator. However, as of January 2010, a full time Public Relations Specialist was hired and the development of the crisis communication plan was incorporated into the work plan of this newly filled communications position. Work on this indicator is under development and will be completed by fall 2010.
A provincial emergency communications plan is drafted to support the BCP (measure 2)	This indicator was achieved. All government departments and agencies involved in Business Continuity Planning completed draft communications plans to support their BCPs. This work formed the basis of a draft provincial emergency communications plan.

While FES-NL acknowledges that two of the indicators outlined above were not achieved by March 31, 2010 due to the reassignment of other duties to the Public Relations Specialist, progress was achieved with the compilation of information required to support the development of a provincial public education marketing plan, and with progress on the development of the crisis communication plan. With the hiring of a full time Public Relations Specialist in January 2010, work has commenced once again on advancing these indicators. These initiatives are now a major focus of the work plan of the new Public Relations Specialist and are expected to see completion within the 2010-11 year.

Objective: By 2011, FES-NL will have completed a provincial emergency communications plan.

Measure: Provincial emergency communications plan completed

Indicators for 2010-11 include:

- A provincial emergency communications plan is completed

Issue Three: Program and Policy Development

In an effort to further strengthen and sustain both the fire services in the province and emergency management capabilities, FES-NL continued to concentrate its efforts on the development of a program and policy framework. A critical component of the agency's strategic direction, the streamlining of operations and the development of programs and policies to support FES-NL services has and will continue to ensure a consistent and equitable approach to service delivery. Developing a provincial disaster financial assistance program which mirrors the federal government's Disaster Financial Assistance Arrangements (DFAA) program is a key initiative under program and policy development.

Goal Three: By 2011, FES-NL will have initiated the development of policies and programs for the efficient delivery of emergency preparedness response and recovery.

Measure: Initiated the development of policies and programs

Indicators:

- A provincial disaster financial assistance program is operational
- Provincial fire services is assessed
- The agency's capability to effectively manage DFAA regulations is enhanced

Objectives: By 2010, FES-NL will have implemented further procedures to support efficient policy and program delivery of emergency preparedness response and recovery.

Measure: Procedures further implemented to support efficient policy and program delivery

Indicator	Accomplishments for 2009-10
A Provincial Disaster Financial Assistance Program is developed for Government's consideration	As reported in Issue 1 in the chart on page 17, this indicator has not yet been achieved and is being carried forward for completion in the 2010-2011 reporting period.
A process for tracking "nil" responses from the Municipal/Local Service District Fire Protection Assessment Form is developed to encourage compliance	FES-NL has met this indicator. A system and a process were developed through the AMANDA system to track receipt of the Municipal/Local Service District Fire Protection Assessment Forms. A copious amount of data was entered into the system throughout 2009-10, helping to improve the quality of results generated through this new tool. The new system is currently generating data and notifications which has been and will continue to be used, to assist with issues of compliance and non-compliance throughout the province's fire service.

A claims management database is designed to manage disaster financial assistance claims	As reported in Issue 1 in the chart on page 17, this indicator has not been met and is being carried forward for completion in the 2010-2011 reporting period.

The efficient delivery of emergency preparedness response and recovery is dependent upon the capacity and efficiency of the province's volunteer fire service. In NL, there are some 300 volunteer fire departments and in excess of 6000 volunteer firefighters. For the upcoming reporting period, FES-NL will be concentrating its efforts on the development of a program and policy framework which strengthens and sustains the volunteer fire service in the province.

Objective: By 2011, FES-NL will have initiated the development of policies and programs for the efficient delivery of emergency preparedness response and recovery.

Measure: Development of policies and programs initiated

Indicators for 2010-11 include:

- Information is gathered to inform the development of a program and policies to strengthen the volunteer fire service

Issue Four: Comprehensive Planning

An essential element of developing a modern and robust fire and emergency service system is comprehensive planning and this was and is directly linked to the agency's strategic direction. As part of this process, FES-NL lead the development of a Business Continuity Plan (BCP) for the provincial government that identified essential services, critical infrastructure, and information management / information technology required to ensure that essential government services will remain available if impacted by a natural, human or technological event or disaster. This past year, in partnership with all government departments and agencies, FES-NL commenced the development of an implementation strategy for Business Continuity Planning. The strategy is intended to address a number of issues that will move Government from the development of a Business Continuity Plan to the introduction of a Business Continuity Program. In addition, FES-NL has and continues to focus on providing assistance and support for municipalities in the development of their own business continuity and emergency plans. These elements, in combination with others, will comprise the core of a provincial emergency plan.

Goal Four: By 2011, FES-NL will have introduced enhanced processes to support comprehensive planning.

Measure: Introduced enhanced processes

Indicators:

- Government's business continuity plan is developed
- The development of municipal business continuity and emergency plans are supported
- The development of the provincial emergency management plan is initiated

Objectives: By 2010, FES-NL will have supported the development of municipal business continuity plans and emergency plans.

Measure: Development of municipal business continuity and emergency plans supported

Indicator	Accomplishments for 2009-10
"12 Steps to Effective Municipal Emergency Planning" is revised and distributed	FES-NL has met this indicator. The 12 Step Guide was revised in late 2009 and was compiled and distributed to municipalities across the province through a province-wide mail out in early 2010. This clearly defined 12 step process enabled Regional Emergency Management and Planning Officers (REMPOs) to begin to inform municipalities and local service districts about the legislative requirement to have emergency management plans and the process they can use to develop these

	plans. In addition REMPOs developed and delivered workshops on the "12 Steps to Effective Municipal Emergency Planning" to aid municipalities and local service districts in their understanding of this tool.
Regional Emergency Management and Planning Officers provided one-on-one consultation and advice to municipalities within their respective regions.	This indicator was achieved. Throughout 2009-10, REMPO's made significant progress with a number of communities in their respective regions, providing one-on-one consultation and advice regarding the development of emergency management plans. More than 90 communities are engaged in the emergency planning process. The following communities and/or regions are at various stages of emergency plan development: **North-Eastern Region**-- Trinity Bay North, Bay Roberts, Marystown, Grand Bank, Lawn, St. Lawrence, Baine Harbour, Rushoon, Parker's Cove, Red Harbour, Boat Harbour, Brookside, Garnish, Frenchman's Cove, Burin, Whiteway, Cavendish, Spaniard's Bay, Upper Island Cove, Conception Harbour, Heart's Content, New Perlican, Nain, Southern Harbour, Sunnyside, Musgrave Town, and Canning's Cove. **Central Region**—Appleton, Badger, Baie Verte, Belloram, Botwood, Carmanville Centreville-Trinity-Wareham, Fogo Regional Council (7 communities), Gambo, Gander, Glenwood, Grand Falls-Windsor, Greenspond, Harbour Breton, Hermitage, La Scie, Leading Tickles, Lewisporte, Miles Cove, Millertown Head-Bay D'espoir, New Wes Valley, Pacquet, Point Leamington, Robert's Arm, South Brook, St. Jacques Coombs Cove, Springdale, Summerford, and Traytown. **West Coast Region**—Port au Port Region (13 communities), St. Georges, Stephenville Crossing, Trout River, Woody Point, Glenburnie, Deer Lake, Reidville, Cormack, St. Anthony, etc.

According to the *Emergency Services Act* both the Province and all municipalities/local service districts in Newfoundland and Labrador must have an emergency management plan developed

by May 2012. In the upcoming reporting period, FES-NL will be concentrating its efforts on developing a Provincial Emergency Management Plan and continuing to support municipalities and local service districts in the development of their own emergency management plans or in the creation of regional emergency management plans which may encompass a number of near-by communities.

Objective: By 2011, FES-NL will have enhanced processes to support comprehensive emergency planning

Measure: Processes enhanced to support comprehensive emergency planning

Indicators for 2010-11 include:

- Provincial Emergency Management Plan is drafted
- Municipalities and local service districts are supported to develop emergency management plans

9.0 OPPORTUNITIES AND CHALLENGES AHEAD

FES-NL believes that by openly embracing challenges, opportunities for positive change emerge and this past year significant progress has been made. FES-NL is a relatively new agency within government with a broad vision, mandate, and mission. FES-NL has 25 staff located throughout the province tasked with developing and maintaining a modern and robust emergency management system for Newfoundland and Labrador's 500,000+ citizens. Coordinating the implementation of this system will present a challenge in the upcoming year. For example, moving the business continuity process forward in the next fiscal year will require a review of existing human resources for FES-NL. At present, the Assistant Deputy Minister is actively working on the development of an implementation strategy for business continuity planning. As the development of a BCP continues to be a legislative responsibility for FES-NL, a revised human resource structure will be essential as the long term plan is to move business continuity planning from plan development to program establishment, and to begin the process of engaging regional partners in BCP as well. The later will require that FES-NL be positioned to provide expertise, consultation and guidance to the business continuity planning process.

An exciting opportunity in the coming year is to further support and encourage municipalities and local service districts in the development of individual emergency management plans and where possible, promote the development of regional emergency management plans. The existence of the "12 Steps to Effective Municipal Emergency Planning" tool kit and corresponding training workshops, will help focus local efforts in emergency planning as the May 2012 legislative deadline for the development of emergency management plans approaches. FES-NL's three Regional Emergency Management and Planning Officers are making considerable effort in contacting municipalities and local service districts to offer assistance. As can be seen in this Annual Report, significant headway has been achieved.

In the interest of firefighter safety and in advancing the provision of fire protection services to the citizens of the province, Government is investing more in the purchase of firefighting vehicles and personal protective equipment for firefighters than ever before. Budget 2010-11 saw an increase of $800,000 for a total of $2.5M for firefighting vehicles and an increase of $500,000 for a total $1M for personal protective firefighting equipment. FES-NL recognizes that the province's firefighting fleet is significantly aged and requires strategic investment and planning. To this end, attention will be focused in the upcoming year on the assessment of local fire departments resources and in exploring the regionalization of fire protection services throughout the province, where possible, so that the volunteer fire service in Newfoundland and Labrador can be strengthened and sustained.

10.0 FINANCIAL STATEMENTS

Expenditures and revenue figures included in this document are based on public information

provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2010 (un-audited). FES-NL is not required to provide audited financial statements.

		Actuals	Amended	Originals
4.1.01	**EXECUTIVE SUPPORT**			
	Salaries	**633,803**	633,900	615,800
	Employee Benefits	**8,225**	9,900	-
	Transportation & Communications	**29,848**	50,100	100,000
	Supplies	**12,765**	14,000	10,000
	Professional Services	**1,525**	181,600	250,000
	Purchased Services	**329,359**	361,700	378,900
	Property, Furnishings & Equipment	**34,461**	35,000	35,000
	Total Executive Support	**1,049,986**	1,286,200	1,389,700
4.1.02	**FIRE COMMISSIONER'S OFFICE**			
	Salaries	**572,117**	572,200	530,100
	Employee Benefits	**9,011**	9,500	4,000
	Transportation & Communications	**140,554**	142,000	96,000
	Supplies	**53,314**	57,000	38,300
	Professional Services	-	2,000	2,000
	Purchased Services	**225,537**	230,000	214,300
	Property, Furnishings & Equipment	**258,568**	261,800	6,800
	Allowances & Assistance	**173,250**	190,000	190,000
	Grants & Subsidies	**615,874**	626,500	626,500
	Total Fire Commissioner's Office	**2,048,225**	2,091,000	1,708,000
4.1.03	**EMERGENCY MEASURES ORGANIZATION**			
	Salaries	**442,074**	442,100	501,600
	Employee Benefits	**3,378**	5,800	6,000
	Transportation & Communications	**108,687**	109,500	161,000
	Supplies	**48,941**	50,000	28,500
	Professional Services	**18,900**	19,400	19,400

	Purchased Services	59,961	67,400	20,400
	Property, Furnishings & Equipment	24,704	33,000	33,000
		706,645	727,200	769,900
	Revenue – Provincial	(1,605)	(1,500)	(1,500)
	Total Emergency Measures Organization	705,040	725,700	768,400
4.1.04	**JOINT EMERGENCY PREPAREDNESS PROJECTS**			
	Grants & Subsidies	41,429	282,000	282,000
	Revenue - Federal	(69,358)	(282,000)	(282,000)
	Total Joint Emergency Preparedness Projects	(27,929)	-	-
4.1.05	**DISASTER ASSISTANCE (Capital)**			
	Salaries	138,043	139,000	-
	Transportation & Communications	9,043	10,000	-
	Professional Services	5,131	6,000	-
	Purchased Services	35,576	35,600	-
	Property, Furnishings & Equipment	41,500	41,500	-
	Grants & Subsidies	3,455,884	6,463,900	7,451,000
		3,685,177	6,696,000	7,451,000
	Revenue - Federal	(11,024,101)	(14,751,500)	(14,751,500)
	Total Disaster Assistance	(7,338,924)	(8,055,500)	(7,300,500)
4.1.06	**FIRE PROTECTION INFRASTRUCTURE (Capital)**			
	Grants & Subsidies	3,940,149	4,100,000	1,700,000
	Total Fire Protection Infrastructure	3,940,149	4,100,000	1,700,000
	TOTAL FIRE AND EMERGENCY SERVICES	$376,547	$147,400	$(1,734,400)